



DEPARTMENT OF THE NAVY

BUREAU OF MEDICINE AND SURGERY
2300 E STREET NW
WASHINGTON DC 20372-5300

IN REPLY REFER TO
BUMEDINST 5310.10A
BUMED-M09B
5 Oct 2005

BUMED INSTRUCTION 5310.10A

From: Chief, Bureau of Medicine and Surgery
To: All Internal BUMED Codes

Subj: HEADQUARTERS POSITION MANAGEMENT (PM)

Encl: (1) Principles of Position Management
(2) Position Management Review Guidelines

1. Purpose. To establish the PM Program policy and operating procedures for Headquarters, Bureau of Medicine and Surgery (BUMED) as driven by the activity manning document (AMD) that covers civil service, contractor, and military human resources assets. This is a complete revision and should be read in its entirety.

2. Cancellation. BUMEDINST 5310.10.

3. General

a. PM is the ongoing management process of structuring positions and organizations in a manner which promotes economy, productivity, and organization effectiveness as driven by the AMD. It involves the determination of the need for a position, required skills and knowledge, organization, grouping, and assignment of duties. In applying PM principles, a balance must be maintained between controlling escalation of grades, providing opportunities for career development, attracting the best possible candidates, providing employee job satisfaction, and performing necessary functions in the most economical and efficient way possible.

b. The PM Program encompasses all headquarters civil service, contractor, and military positions. PM provides a means of defining an effective organization and identifying necessary changes. Since the assignment of duties to individual positions is inherently the responsibility of the department managers and supervisors, they must take an active part in the PM Program.

4. Objectives. The objective of PM is to establish a position structure (the arrangement of positions in an organization) that:

a. Achieves the proper balance among economy, efficiency, use of skills, the attraction and retention of competent personnel, employee motivation, employee development, and available resources.

b. Uses work processes, equipment, procedures, methods, and techniques effectively.

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c. Prevents or eliminates such common organizational faults as unnecessary fragmentation, excessive layering, duplication of functions, improper job design, outmoded work methods, and improper distribution of manpower.

d. Is consistent with financial and program planning, and full execution of allocated civilian work years.

5. Policy. The Position Management Board (PMB) under the guidelines of this instruction will manage civilian, contractor, and military positions. The principles of this board are listed in enclosure (1).

6. The PMB is established to ensure Headquarters PM policies are executed in the management of personnel and billets. The PMB will make recommendations to the Chief of Staff (COS). The PMB consists of the following members:

- a. Deputy Chief of Staff (DCOS) (Chair).
- b. Deputy Chiefs or designated representatives with the authority to make decisions on behalf of the code from M1, M3, M5, and M8.
- c. Position classification specialist from the Human Resources Office.
- d. Director for Resource Management.
- e. Payroll representative.
- f. Director for Headquarters Administration (DFA).
- g. Head, Administrative Services Branch.
- h. Civilian personnel liaison.
- i. Command Master Chief.

7. Responsibilities

a. Supervisors and managers will be responsible for applying sound PM criteria and standards when planning organizational changes in position structures, relationships, or assignments of new responsibilities. Enclosure (2) outlines the PM review guidelines to help determine the appropriateness of all personnel actions before they are initiated.

b. The DCOS, BUMED is designated as the position management officer (PMO) and will serve as the chairman of the PMB.

c. Director for Headquarters Administration will:

- (1) Process all approved personnel actions.
- (2) Ensure billet updates are made to the AMD as a result of organizational or positional changes within BUMED.
- (3) Ensure that the civilian personnel liaison prepares the agenda for the monthly PMB and provides administrative support to the PMB, i.e., takes meeting minutes.

d. Director for Resource Management will:

- (1) Ensure funding is available in the civilian labor allocation for the proposed action.
- (2) Advise PMB of the actual execution of civilian work years for the board to make sound management decisions on the additional hiring of temporary employees to fully execute allocated civilian work years.

- (3) Advise the PMB on contractor staff policies and contract language.

e. Human Resources Office will:

- (1) Provide training on PM as determined by the Deputy Director for Administration (DDFA).
- (2) Ensure the personnel or position request is approved by the DDFA before initiating action.
- (3) Assist in planning reorganizations/realignments or establishing additional organization components.

f. Administrative Services Branch will:

- (1) Review the enlisted distribution verification reports (EDVR), officer distribution control reports (ODCR), and the AMD each month and brief the DFA or DCOS of changes.
- (2) Coordinate all approved changes to the AMD with the Manpower Division at the Bureau of Naval Personal (BUPERS) (PERS-4415).

g. Command Master Chief will:

- (1) Advise the PMB on all enlisted personnel assignments aboard the command.

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(2) Coordinate all changes to the EDVR and enlisted assignment issues with BUPERS and Enlisted Placement Manning Activity Command (EPMAC).

8. Procedures

a. Supervisors. Before submitting Civil Service personnel actions, apply the PM principles and guidelines in enclosures (1) and (2). Submit personnel actions on an SF 52 through the chain of command to the Civilian Personnel Liaison using the Outgoing Mail Record (OMR), OPNAV 5216/4 designed for this purpose.

b. PMB. Review all requests to establish new positions or upgrade existing positions and forward to the PMO for approval or disapproval.

c. PMO. Convene the PMB on a monthly basis or as needed to assist in the review process.

9. Forms

a. SF 52, Request for Personnel Action is available as a "fill in document" at: <http://navymedicine.med.navy.mil/default.cfm?seltab=directives>, select BUMED Internal Forms go to the bottom of the forms table. It may be completed online and printed on plain white bond paper. Use the disk icon to the upper left of your screen to save the form to your local drive or a disk.

b. OPNAV 5216/4, Outgoing Mail Record is available as a "fill in document" at <http://navymedicine.med.navy.mil/default.cfm?seltab=directives>, select BUMED Internal Forms go to the bottom of the forms table.



K. A. FLAHERTY
Chief of Staff
Acting

Available at: <https://bumed.med.navy.mil/instructions/internal/internal.htm>

PRINCIPLES OF POSITION MANAGEMENT

Supervisors must consider the following factors when executing PM:

1. Knowledge of the mission of their organization and ability to evaluate the need for all resources, including personnel, to accomplish their mission.
2. Continuously validate their onboard manpower resources in comparison to the workload requirement, ensuring the military and civilian personnel are maintained at the most economical grade.
3. Correct excessive layering of all positions. Organizational fragmentation to derive higher grades and ratings is evidence of poor personnel management and must be avoided. The proportion of higher level positions will be consistent with the level of tasks performed.
4. Whenever a code can operate effectively with less than the personnel authorized by the AMD, efficiency will be pursued through partial reductions of authorization for that code to enable reallocation of manpower resources to other areas.
5. The civilian payroll will be managed within the funds allocated for that purpose.
6. Within space constraints, fund limitations, and work-year allocations, civilian personnel will be used to the maximum practical extent in positions which do not require a military incumbent for reasons of law, training, security, or discipline; which do not require a military background for successful performance of duties involved; and which do not entail unusual hours not normally associated or compatible for civilian employment.
7. Vacancies will not be refilled if the recruit action exceeds the previously established full performance level of the position and can be replaced by a lower grade or if the workload of the organization has been reduced by an amount equal to the workload of that position.
8. There must be challenge, variety, responsibility, and well-defined career ladders for all positions to attract and retain competent employees.

POSITION MANAGEMENT REVIEW GUIDELINES

Reviews will be conducted each time a billet or position is created, changed, or vacated. Use the following methods of analysis, as necessary:

1. Functional. Comparison of past accomplishments of existing functions with functions yet to be accomplished. Answer the following questions:

- a. Are all, and only, the required functions being performed?
- b. What are the personnel requirements to perform the functions?
- c. Can functional responsibility be assigned elsewhere with a resultant savings in manpower resources? Can functions be assigned to other billets or positions?

2. Organizational. Comparison of standardized operations to similar operations performed by other organizations. Answer the following questions:

- a. Does the structure provide flexibility?
- b. Is there organization fragmentation?

3. Positional. Determine if current billets or positions are necessary by relating them to mission accomplishment. Answer the following questions:

- a. Why was each position initially established?
- b. What does the incumbent in a position accomplish and could the mission be accomplished without the position?

4. General Questions

- a. Does the civilian and military staffing result in duplication of effort?
- b. Is any part of the workload more properly a responsibility of some other function, department, or office?
- c. Is each military billet or civilian position fully justified?
- d. Does the nature of the position, if full time, preclude establishing it as a part-time position?
- e. Are allocated civilian work-years fully executed but not exceeded?